

Contents

Number 1—Winter, 1950

Reorganization from the State Point of View	Adlai E. Stevenson	1
Guideposts for Measuring the Efficiency of Governmental Expenditures	Alice John Vandermeulen	7
The Department of the Interior and Pacific Island Administration	Emil J. Sady	13
Symposium on Budget Theory		20
Social Security and Public Employees	Jack M. Elkin	32
Apologia Pro Vita Sua		39
Reviews of Books and Documents		
Allocation of Financial Resources	Weldon Cooper	42
<i>Communal Autonomy</i> , International Union of Local Authorities		
<i>Division of Work between the Central and Local Governments and Rules for Grants-in-Aid to Local Governments in Norway, Sweden, England and Wales, and Holland</i> , by Kjeld Philip		
Grass Roots Democracy—Myth or Reality?	R. G. Tugwell and E. C. Banfield	47
<i>TVA and the Grass Roots, A Study in the Sociology of Formal Organization</i> , by Philip Selznick		
Contemporary Topics		56
News of the Society		64

Number 2—Spring, 1950

Trends in Teaching of Public Administration	George A. Graham	69
Shall Civil Service Endorse Science or Novelty?	Anna G. Douglas	78
State Budgetary Controls of Federal Grants-in-Aid	Emile B. Ader	87
The Use of Conferences in the Administrative Process	Martin Kriesberg and Harold Guetzkow	93
Fifteen Years of Public Health Administration	William R. Willard	99
Reviews of Books and Documents		
Records and the Administrator	Helen L. Chatfield	119
<i>The Disposition of Federal Records</i> , by the National Archives		
<i>Public Records Management</i> , by Philip C. Brooks		
Report of Conference Sessions		123
Contemporary Topics		137
News of the Society		150
The Annual Conference		
Chapter News		

Number 3—Summer, 1950

Trends in the Theory of Public Administration	John M. Gaus	161
Legislative Oversight of Administration in Kentucky	Gladys M. Kammerer	169
Installing Management Improvement in the United States		
Treasury Department	William W. Parsons	176
American Police Administration at Mid-Century	Donal E. J. MacNamara	181
Interagency Committee Usage	Harold Guetzkow	190

Reviews of Books and Documents

Notes from the War Memoirs	Don K. Price	197
Toward the Teaching of Public Administration	George A. Shipman	207
Cathryn Seckler-Hudson, <i>Bibliography on Public Administration</i> ; E. N. Gladden, <i>An Introduction to Public Administration</i> ; W. Brooke Graves, <i>Public Admin- istration in a Democratic Society</i> ; Albert Lepawsky, <i>Administration</i> ; Herbert A. Simon, Donald W. Smithburg, and Victor A. Thompson, <i>Public Administration</i> .		
Contemporary Topics		213
News of the Society		226

Number 4—Autumn, 1950

Trends of a Decade in Administrative Practices	Charles S. Ascher	229
Notes on Economic Mobilization	Harold Stein	236
Reassessment in Puerto Rico	D. A. Rodriguez and Truett B. Marshall	245
Attitudes of NIPA Interns toward a Career in the Federal Service	Karl E. Stromsem and Mitchell Dreese	254
In One Consent	Rowland Egger	262
Improvements in Federal Accounting	T. Jack Gary, Jr., Lindsley H. Noble, and Alfred Golzé	270
Political Sterilization of Civil Servants:		
The United States and Great Britain	Leon D. Epstein	281
Reviews of Books and Documents		
Administrative Management Know-How	Ewing W. Rielley and Richard E. Neuschel	291
Management bulletins of the U.S. Bureau of the Budget: <i>Simplifying Procedures through Forms Control; Appraisal and Control of Duplicating Service; Produc- tion Planning and Control in Office Operations.</i>		
Contemporary Topics		296
News of the Society		314

Index

Volume X-1950

- ACCOUNTING. Gary, T. Jack Jr., Noble, Lindsley H., and Golzé, Alfred R. Improvements in Federal Accounting 270
- Acheson, Dean. Quotation from statement on Point Four Program 86
- Adams, Henry. *The Education of Henry Adams*, quotation from 189
- The Life of Albert Gallatin*, quotation from 12
- Ader, Emile B. State Budgetary Controls of Federal Grants-in-Aid 87
- ADMINISTRATION. See Comparative Administration, International Administration, Local Government, Management, Municipal Government, Police Administration, State Government, Territorial Administration, Theory of Administration, War Administration.
- ADMINISTRATION, CONTENT OF. Graham, George A. Trends in Teaching of Public Administration 69
- ADMINISTRATIVE HISTORY. Ascher, Charles S. Trends of a Decade in Administrative Practices 229
- Gaus, John M. Trends in the Theory of Public Administration 161
- Graham, George A. Trends in Teaching of Public Administration 69
- MacNamara, Donal E. J. American Police Administration at Mid-Century 181
- Notes from the War Memoirs, book review by Don K. Price 197
- Willard, William R. Fifteen Years of Public Health Administration 99
- ADMINISTRATIVE PRACTICE. Ascher, Charles S. Trends of a Decade in Administrative Practices 229
- ADMINISTRATIVE PROCESS. Kriesberg, Martin and Guetzkow, Harold. The Use of Conferences in the Administrative Process 93
- ADMINISTRATIVE UNITS. Willard, William R. Fifteen Years of Public Health Administration 99
- American Municipal Association. *National Municipal Policy for 1950*, quotation from 118
- American Samoa. Sady, Emil J. The Department of Interior and Pacific Island Administration 13
- AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION. News of the Society 64, 150, 226, 314
- Report of Conference Sessions, Annual Meeting, 1950 123
- Ascher, Charles S. Trends of a Decade in Administrative Practices 229
- ASSESSMENT. Rodríguez, D. A. and Marshall, Truett B. Reassessment in Puerto Rico ... 245
- ATOMIC ENERGY COMMISSION. Gary, T. Jack Jr., Noble, Lindsley H., and Golzé, Alfred R. Improvements in Federal Accounting 270
- Banfield, E. C. and Tugwell, R. G., book review 47
- Brooks, Philip C. *Public Records Management*, reviewed by Helen L. Chatfield 119
- BUDGET. Quotation from Budget Message of the President, January 3, 1950 31
- Symposium on Budget Theory 20
- Budget, U. S. Bureau of the. *Appraisal and Control of Duplicating Service; Production Planning and Control in Office Operations; and Simplifying Procedures through Forms Control*, reviewed by Ewing W. Reilly and Richard F. Neuschel 291
- BUDGETING. Ader, Emile B. State Budgetary Controls of Federal Grants-in-Aid 87
- Ascher, Charles S. Trends of a Decade in Administrative Practices 229
- Gary, T. Jack Jr., Noble, Lindsley H., and Golzé, Alfred R. Improvements in Federal Accounting 270
- CAREER SERVICE. Stromsem, Karl E. and Dreese, Mitchell. Attitudes of NIPA Interns toward a Career in the Federal Service 254
- CENTRALIZATION. Allocation of Financial Resources, book review by Weldon Cooper .. 42
- Chatfield, Helen L., book review 119
- Churchill, Winston S. *The Second World War: Vols. I, II, III*, reviewed by Don K. Price 197
- CIVIL-MILITARY RELATIONS. Sady, Emil J. The Department of the Interior and Pacific Island Administration 13
- CIVIL SERVICE. Epstein, Leon D. Political Sterilization of Civil Servants: The United States and Great Britain 281
- COAST GUARD. U. S. Gary, T. Jack Jr., Noble, Lindsley H., and Golzé, Alfred R. Improvements in Federal Accounting 270
- COMMITTEES. Guetzkow, Harold. Interagency Committee Usage 190

- COMPACTS, INTERGOVERNMENTAL. Elkin, Jack M. Social Security and Public Employees . . . 32
- COMPARATIVE ADMINISTRATION. Notes from the War Memoirs, book review by Don K. Price . . . 197
- CONFERENCES. Kriesberg, Martin and Guetzkow, Harold. The Use of Conferences in the Administrative Process . . . 93
- CONNECTICUT. Quotation from *Report of the Connecticut Commission on State Government Organization* . . . 77
- CONTEMPORARY TOPICS . . . 56, 137, 213, 296
- Cooper, Weldon, book review . . . 42
- COORDINATION. Ascher, Charles S. Trends of a Decade in Administrative Practices . . . 299
- Guetzkow, Harold. Interagency Committee Usage . . . 190
- Notes from the War Memoirs, book review by Don K. Price . . . 197
- Stein, Harold. Notes on Economic Mobilization . . . 236
- Symposium on Budget Theory . . . 20
- DECENTRALIZATION. Ascher, Charles S. Trends of a Decade in Administrative Practices . . . 229
- Egger, Rowland. In One Consent . . . 262
- DEFENSE. Stein, Harold. Notes on Economic Mobilization . . . 236
- DEMOCRACY. Grass Roots Democracy—Myth or Reality? book review by R. G. Tugwell and E. C. Banfield . . . 47
- Douglas, Anna G. Shall Civil Service Endorse Science or Novelty? . . . 78
- Dreese, Mitchell and Stromsem, Karl E. Attitudes of NIPA Interns toward a Career in the Federal Service . . . 254
- EDUCATION. See Teaching, Training
- EFFICIENCY. Vandermeulen, Alice John. Guideposts for Measuring the Efficiency of Governmental Expenditures . . . 7
- Egger, Rowland. In One Consent . . . 262
- Public Administration and Extension Work*, quotation from . . . 180
- Eisenhower, Dwight D. *Crusade in Europe*, reviewed by Don K. Price . . . 197
- Elkin, Jack M. Social Security and Public Employees . . . 32
- Epstein, Leon D. Political Sterilization of Civil Servants: The United States and Great Britain . . . 281
- ETHICS. Quotation from *Niles Weekly Register*, June 6, 1818 . . . 19
- EXAMINATIONS. Douglas, Anna G. Shall Civil Service Endorse Science or Novelty? . . . 78
- EXECUTIVE. Quotation from *Report on Reorganization of the Executive Branch of the Government of Puerto Rico* . . . 6
- FEDERAL-STATE RELATIONS. See also Intergovernmental Relations. Elkin, Jack M. Social Security and Public Employees . . . 32
- Stevenson, Adlai E. Reorganization from the State Point of View . . . 1
- FISCAL ADMINISTRATION. See also Accounting. Budgeting, Grants-in-Aid. Egger, Rowland. In One Consent . . . 262
- FOREIGN RELATIONS. Quotation from *The Education of Henry Adams* . . . 189
- Gallatin, Albert. Quotation from Henry Adams, *The Life of Albert Gallatin* . . . 12
- Gary, T. Jack Jr., Noble, Lindsley H., and Golzé, Alfred R. Improvements in Federal Accounting . . . 270
- Gaus, John M. Trends in the Theory of Public Administration . . . 161
- Gladden, E. N. *An Introduction to Public Administration*, reviewed by George A. Shipman . . . 207
- Golzé, Alfred R., Gary, T. Jack Jr., and Noble, Lindsley H. Improvements in Federal Accounting . . . 270
- Gowers, Sir Ernest. *Plain Words; A Guide to the Use of English*, quotation from . . . 98
- Graham, George A. Trends in Teaching of Public Administration . . . 69
- GRANTS-IN-AID. See also Fiscal Administration. Ader, Emile B. State Budgetary Controls of Federal Grants-in-Aid . . . 87
- Allocation of Financial Resources, book review by Weldon Cooper . . . 42
- Stevenson, Adlai E. Reorganization from the State Point of View . . . 1
- Symposium on Budget Theory . . . 20
- Willard, William R. Fifteen Years of Public Health Administration . . . 99
- Graves, W. Brooke. *Public Administration in a Democratic Society*, reviewed by George A. Shipman . . . 207
- GREAT BRITAIN. Epstein, Leon D. Political Sterilization of Civil Servants: The United States and Great Britain . . . 281
- Quotation from *Report of the Committee on Higher Civil Service Remuneration* . . . 38
- Quotation from *Report of the Committee on the Political Activities of Civil Servants* . . . 41
- GUAM. Sady, Emil J. The Department of the Interior and Pacific Island Administration . . . 13
- Guetzkow, Harold and Kriesberg, Martin. The Use of Conferences in the Administrative Process . . . 93

- Guetzkow, Harold. Interagency Committee Usage 190
- HEALTH. *See* Public Health.
- Hull, Cordell. *Memoirs*, reviewed by Don K. Price 197
- HUMAN RELATIONS. Ascher, Charles S. Trends of a Decade in Administrative Practices 229
- INTER-AMERICAN CONGRESS OF MUNICIPALITIES. Egger, Rowland. In *One Consent* 262
- INTERGOVERNMENTAL RELATIONS. *See also* Compacts, Federal-State Relations. Allocation of Financial Resources, book review by Weldon Cooper 42
- Ascher, Charles S. Trends of a Decade in Administrative Practices 229
- Egger, Rowland. In *One Consent* 262
- Grass Roots Democracy—Myth or Reality? book review by R. G. Tugwell and E. C. Banfield 47
- Symposium on Budget Theory 20
- INTERIOR, DEPARTMENT OF THE. Sady, Emil J. The Department of the Interior and Pacific Island Administration 13
- INTERNATIONAL ADMINISTRATION. *See* Technical Assistance.
- INTERNATIONAL UNION OF LOCAL AUTHORITIES. *Communal Autonomy: Synthesis of the Reports Presented to the Paris Congress (July, 1947)*, reviewed by Weldon Cooper 42
- Jefferson, Thomas. *Works*, quotation from .. 196
- Kammerer, Gladys M. Legislative Oversight of Administration in Kentucky 169
- KENTUCKY. Kammerer, Gladys M. Legislative Oversight of Administration in Kentucky 169
- Kriesberg, Martin and Guetzkow, Harold. The Use of Conferences in the Administration Process 93
- LEADERSHIP, Douglas, Anna G. Shall Civil Service Endorse Science or Novelty? 78
- Leahy, William D. *I Was There*, reviewed by Don K. Price 197
- LEGISLATIVE-EXECUTIVE RELATIONS. Ascher, Charles S. Trends of a Decade in Administrative Practices 229
- Kammerer, Gladys M. Legislative Oversight of Administration in Kentucky 169
- Notes from the War Memoirs, book review by Don K. Price 197
- Quotation from President James Monroe .. 122
- Quotation from *The Education of Henry Adams* 189
- Symposium on Budget Theory 20
- Lepawsky, Albert. *Administration; The Art and Science of Organization and Management*, reviewed by George A. Shipman 207
- LOCAL GOVERNMENT. Allocation of Financial Resources, book review by Weldon Cooper 42
- Grass Roots Democracy—Myth or Reality? book review by R. G. Tugwell and E. C. Banfield 47
- Vandermeulen, Alice John. Guideposts for Measuring the Efficiency of Governmental Expenditures 7
- Willard, William R. Fifteen Years of Public Health Administration 99
- MacNamara, Donal E. J. American Police Administration at Mid-Century 181
- MANAGEMENT. *See also* Accounting, Budgeting, Fiscal Administration, Organization, Personnel Administration, Planning, Public Relations, Records Management, Work Simplification. Administrative Management Know-How, book review by Ewing W. Reilly and Richard F. Neuschel 291
- Ascher, Charles S. Trends of a Decade in Administrative Practices 229
- Government Employee. *Apologia Pro Vita Sua* 39
- Parsons, William W. Installing Management Improvement in the United States Treasury Department 176
- Quotation from Henry Adams, *The Life of Albert Gallatin* 12
- Quotation from Rowland Egger, *Public Administration and Extension Work* 180
- Rodriguez, D. A. and Marshall, Truett B. Reassessment in Puerto Rico 245
- Marshall, Truett B. and Rodriguez, D. A. Reassessment in Puerto Rico 245
- McLean, Joseph E. Symposium on Budget Theory 20
- MEASUREMENT. Vandermeulen, Alice John. Guideposts for Measuring the Efficiency of Governmental Expenditures 7
- METHODOLOGY. *See also* Research. Graham, George A. Trends in Teaching of Public Administration 69
- Vandermeulen, Alice John. Guideposts for Measuring the Efficiency of Governmental Expenditures 7
- MOBILIZATION. Stein, Harold. Notes on Economic Mobilization 236
- Monroe, James. Quotation from 122
- Morgenthau, Henry Jr., "The Morgenthau Diaries," reviewed by Don K. Price 197
- MUNICIPAL GOVERNMENT. *See also* American Municipal Association. Egger, Rowland. In *One Consent* 262

NATIONAL INSTITUTE OF PUBLIC AFFAIRS. Stromsem, Karl E. and Dreese, Mitchell. Attitudes of NIPA Interns toward a Career in the Federal Service	254	PUBLIC EMPLOYEES. Apologia Pro Vita Sua .. Elkin, Jack M. Social Security and Public Employees	39
Neuschel, Richard F. and Reilley, Ewing W., book review	291	PUBLIC HEALTH. Willard, William R. Fifteen Years of Public Health Administration ...	99
NEWS OF THE SOCIETY	64, 150, 226, 314	PUBLIC RELATIONS. MacNamara, Donal E. J. American Police Administration at Mid-Century	181
Noble, Lindsley H., Golzé, Alfred R., and Gary, T. Jack Jr., Improvements in Federal Accounting	270	Quotation from American Municipal Association, <i>National Municipal Policy for 1950</i>	118
ORGANIZATION. See also Reorganization. MacNamara, Donal E. J. American Police Administration at Mid-Century	181	Stevenson, Adlai E. Reorganization from the State Point of View	1
Notes from the War Memoirs, book review by Don K. Price	197	PUERTO RICO. Quotation from <i>Report on Reorganization of the Executive Branch of the Government of Puerto Rico</i>	6
Stein, Harold. Notes on Economic Mobilization	236	Rodríguez, D. A. and Marshall, Truett B. Reassessment in Puerto Rico	245
Parsons, William W. Installing Management Improvement in the United States Treasury Department	176	RECLAMATION, BUREAU OF. Gary, T. Jack Jr., Noble, Lindsley H., and Golzé, Alfred R. Improvements in Federal Accounting	270
PERSONNEL ADMINISTRATION. See also Career Service, Civil Service, Examinations, Political Activities, Public Employees, Salaries, Training. MacNamara, Donal E. J. American Police Administration at Mid-Century	181	RECORDS MANAGEMENT. Records and the Administrator, book review by Helen L. Chatfield	119
Philip, Kjeld. <i>Division of Work between the Central and Local Governments and Rules for Grants-in-Aid to Local Governments in Norway, Sweden, England and Wales, and Holland</i> , reviewed by Weldon Cooper	42	Reilley, Ewing W. and Neuschel, Richard F., book review	291
PLANNING. Grass Roots Democracy—Myth or Reality? Book review by R. G. Tugwell and E. C. Banfield	47	Reith, J. C. W. <i>Into the Wind</i> , reviewed by Don K. Price	197
Stein, Harold. Notes on Economic Mobilization	236	REORGANIZATION. Quotation from <i>Report of the Connecticut Commission on State Government Organization</i>	77
POLICE ADMINISTRATION. MacNamara, Donal E. J. American Police Administration at Mid-Century	181	Quotation from <i>Report on Reorganization of the Executive Branch of the Government of Puerto Rico</i>	6
POLITICAL ACTIVITIES. Quotation from <i>Report of the Committee on the Political Activities of Civil Servants</i>	41	Stevenson, Adlai E. Reorganization from the State Point of View	1
POLITICS AND ADMINISTRATION. Epstein, Leon D. Political Sterilization of Civil Servants: The United States and Great Britain	281	RESEARCH. See also Methodology. Douglas, Anna G. Shall Civil Service Endorse Science or Novelty?	78
Stein, Harold. Notes on Economic Mobilization	236	Guetzkow, Harold. Interagency Committee Usage	190
Price, Don K., book review	197	Kammerer, Gladys M. Legislative Oversight of Administration in Kentucky	169
PSYCHOLOGY. Douglas, Anna G. Shall Civil Service Endorse Science or Novelty?	78	Kriesberg, Martin and Guetzkow, Harold. The Use of Conferences in the Administrative Process	93
PUBLIC ADMINISTRATION CLEARING HOUSE, Contemporary Topics	46, 137, 213, 296	Symposium on Budget Theory	20
PUBLIC ADMINISTRATION SERVICE. Rodríguez, D. A. and Marshall, Truett B. Reassessment in Puerto Rico	245	Rodríguez, D. A. and Marshall, Truett B. Reassessment in Puerto Rico	245
		Sady, Emil J. The Department of the Interior and Pacific Island Administration	13
		SALARIES. Quotation from <i>Report of the Committee on Higher Civil Service Remuneration</i>	38

Schellenberg, Theodore R. <i>The Disposition of Federal Records</i> , reviewed by Helen L. Chatfield	119	TECHNICAL ASSISTANCE. Quotation from statement by Secretary of State Dean Acheson on Point Four Program	86
Seckler-Hudson, Catheryn. <i>Bibliography on Public Administration—Annotated</i> , reviewed by George A. Shipman	207	TENNESSEE VALLEY AUTHORITY. <i>Grass Roots Democracy—Myth or Reality?</i> book review by R. G. Tugwell and E. C. Banfield	47
Selznick, Philip. <i>TVA and the Grass Roots, A Study in the Sociology of Formal Organization</i> , reviewed by R. G. Tugwell and E. C. Banfield	47	TERRITORIAL ADMINISTRATION. Sady, Emil J. The Department of the Interior and Pacific Island Administration	13
Sherwood, Robert E. <i>Roosevelt and Hopkins</i> , reviewed by Don K. Price	197	THEORY OF ADMINISTRATION. Gaus, John M. Trends in the Theory of Administration ..	161
Shipman, George A., book review	207	Graham, George A. Trends in Teaching of Public Administration	69
SOCIAL SCIENCES. Ascher, Charles S. Trends of a Decade in Administrative Practices	229	Symposium on Budget Theory	20
SOCIAL SECURITY. Elkin, Jack M. Social Security and Public Employees	32	TRAINING. Stromsem, Karl E. and Dreese, Mitchell. Attitudes of NIPA Interns toward a Career in the Federal Service	254
STATE GOVERNMENT. Ader, Emile B. State Budgetary Controls of Federal Grants-in-Aid	87	TREASURY, U.S., DEPARTMENT OF. Parsons, William W. Installing Management Improvement in the United States Treasury Department	176
Kammerer, Gladys M. Legislative Oversight of Administration in Kentucky	169	Truman, Harry S. Quotation from Budget Message of January 3, 1950	31
Quotation from <i>Report of the Connecticut Commission on State Government Organization</i>	77	TRUST TERRITORY OF THE PACIFIC ISLANDS. Sady, Emil J. The Department of the Interior and Pacific Island Administration ..	13
Stevenson, Adlai E. Reorganization from the State Point of View	1	Tugwell, R. G. and Banfield, E. C., book review	47
Stein, Harold. Notes on Economic Mobilization	236	Vandermeulen, Alice John. Guideposts for Measuring the Efficiency of Governmental Expenditures	7
Stevenson, Adlai E. Reorganization from the State Point of View	1	WAR ADMINISTRATION. Notes from the War Memoirs, book review by Don K. Price ...	197
Stimson, Henry L. and Bundy, McGeorge. <i>On Active Service in Peace and War</i> , reviewed by Don K. Price	197	Willard, William R. Fifteen Years of Public Health Administration	99
Stromsem, Karl E. and Dreese, Mitchell. Attitudes of NIPA Interns toward a Career in the Federal Service	254	WORK SIMPLIFICATION. Parsons, William W. Installing Management Improvement in the United States Treasury Department ..	176
TAXATION. See Assessment.		WRITING. Quotation from Sir Ernest Gowers, <i>Plain Words; A Guide to the Use of English</i>	98
TEACHING. Graham, George A. Trends in Teaching of Public Administration	69		
Toward the Teaching of Public Administration, book review by George A. Shipman ..	207		

